

Work Assignment SOW

Title: Lean Government Results Support

Contractor: IEc, Inc.

Contract No.: EP-W-10-002

Work Assignment Number: 4 -64

Estimated Period of Performance: Issuance to September 19, 2014

Estimated Level of Effort: 436 hours

Key EPA Personnel:

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Background and Purpose:

This work assignment allows a continuation of the types of support offered under the previous 1-18, 2-18 and 3-51 Lean Government Support work assignments with a greater emphasis on identifying, collecting and communicating results achieved through applying Lean. The contractor shall not duplicate work that was previously performed under those, or other work assignments. Under the previous 3 mentioned Lean Government Support work assignments, all specified and projected products were delivered, e.g. revised Starter Kit, Lean Scoping Guide, Lean Methods Guide, Lean Metrics Guide, one-pager summarizing EPA lean events, etc. The support provided for specific networks and events is complete. Any future work in these areas will relate to either reoccurring or new events, thus avoiding a duplication of previous efforts.

The purpose of this work assignment is to encourage broader scale application of

Administrative Lean and Lean Process Improvement, also known as “Lean Government” work to EPA, State environmental agencies, Federal Agencies and local governments, and also to provide system change support for this arena. This work will be done by (1) providing assistance/support for EPA, State, Federal, and local government administrative lean events; (2) providing communication support about administrative lean within EPA, other Federal Agencies, the States, and local governments; and (3) scoping, research and possible development of additional administrative lean tools.

These tools could include the use of lean for: (a) a variety of government processes; (b) policy deployment within a government agency; (c) development of new government programs and processes; (d) examination of the links between administrative lean and lean as an environmental tool; and (f) other tools that may be identified through research, such as building EPA’s Lean metrics tracking system.

With several Lean projects underway across the agency, it is evident that the need for capturing results from these projects is a natural and necessary next step to better measure performance and gauge progress. In 2009, the Lean Government Metrics Guide was published to help government agencies understand and select metrics to support their implementation of Lean and Six Sigma—two powerful and proven methods to improve organizational performance. Metrics are the cornerstone of successful Lean and Six Sigma improvement efforts. When used effectively, metrics can be powerful mechanisms for helping organizations to achieve, assess, and communicate results.

Through this vehicle, we hope to develop a tracking system that can be used by EPA, State environmental agencies, Federal Agencies and local governments to facilitate their ability to measure, evaluate, and communicate performance results. Such tracking system would enable organizations using Lean and Six Sigma to:

- Identify and target the right problems during Lean and Six Sigma events and projects
- Evaluate potential process improvements and select appropriate actions for implementation
- Establish baselines for process performance and track progress over time
- Understand and communicate the results (outcomes) of Lean and Six Sigma efforts
- Inform and monitor efforts to deploy Lean and Six Sigma throughout an organization

The U.S. EPA created the Office of Strategic Environmental Management (formerly known as the National Center for Environmental Innovation) to bring creativity to bear on solving pressing environmental problems. The long term goals of the Office are to foster a performance-oriented regulatory system, promote environmental stewardship behavior and create a culture of creative problem solving.

Since 2005, the Office has been providing support to, and has been working with, State environmental agencies on the use of business process improvement methods such as Lean and Six Sigma in a new and innovative way to drastically improve permitting and administrative processes. Within a few months of implementation of the business process

method, States drastically reduced permit application backlogs, reduced lead times for permit reviews by more than 50 percent and made more staff time available for “mission critical” work. This was done while improving staff morale and increasing the transparency of the processes to stakeholders, *without* sacrificing environmental protection goals or reducing value-added permit review time.

EPA provided additional support to the States and EPA to broaden the innovative use of Lean and Six Sigma, by developing two documents. In 2006: “Working Smart for Environmental Protection – Improving State Agency Processes with lean and Six Sigma,” also known as “The Lean Primer,” was completed. This document provides basic information about using business process improvement methods such as Lean and Six Sigma to improve government permitting and administrative processes. In 2007, “Lean in Government - A Practical Guide to Implementing Successful Lean initiatives at Environmental Agencies,” also known as “The Lean Starter Kit,” was developed and updated in 2008. This document builds on ideas presented in “The Primer” and contains practical tools, resources and tips. In July 2009, “Lean Government Metrics Guide” was developed.

All documents are posted on the EPA lean web site and have been distributed to all EPA SES managers, State Environmental Commissioners, many other federal agencies and . They have been used by many States, local governments, EPA offices and other federal offices. EPA provides a wealth of information about lean government on the EPA lean web site, including EPA and state case studies, Lean Fact Sheet, Lean in Air Permitting Guide, and many other resources.

This work assignment does not duplicate tasks in any existing work assignments.

The WA COR is authorized to provide technical direction under this work assignment.

Quality Assurance (QA) Requirements

Check [] Yes or [X] NO, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal.

Work Assignment CORs will provide additional information here, if **Yes** is checked above

Tasks and Deliverables:

The WA COR will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1 - Prepare Workplan

The contractor shall prepare a workplan within 15 calendar days of receipt of a work assignment signed by the Contracting Officer. The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, and a detailed cost estimate by task and a staffing plan. The WA COR, Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required.

- 1a. Workplan within 15 calendar days of receipt of work assignment.
- 1b. Revised workplan within 3 calendar days of receipt of comments from the Contracting Officer, if required.

Task 2 - Assistance/Support for EPA, Federal, State and local Administrative Lean Events and Networks

[Section, Para(s) 4: Encouraging broad-scale application of innovations, page(s) 1-12 through 1-13 SOW]

The contractor shall perform research, analysis, scoping, mentoring, coaching, teaching and facilitating best practices, methods and techniques for EPA, Federal Agency, State and local lean government events and networks. This includes pre-event, event work, follow-up implementation work and network meetings. This shall include:

- As directed by the WA COR in written technical direction, scoping for possible events, including WEB research, phone conversations with possible event leaders and participants, writing short descriptions of possible events,
- Analyzing and supporting needs of networks including the EPA Lean Government Practitioners network, Federal Lean network, as well as other government lean networks and individual government entities relevant to EPA's lean government initiative. This includes, but is not limited to, WEB research, meeting planning, facilitation and note taking.
- As directed by the WA COR in written technical direction, event and network support, including but not limited to attending meetings, taking notes, providing facilitation, and writing short summaries of meetings for **4-7 meetings or events**, including but not limited to individual EPA offices, the EPA Lean Practitioners Network, the Federal Lean Network, one-on-one meetings with Federal, State or local agencies.
- Develop and deliver Lean information and concepts to managers/champions of

Lean Leaders. Information shall provide basic understanding of Lean as well as engage and prepare managers/champions to take steps that increase the probability of success for the projects undertaken by Lean Leaders.

- Includes, but not limited to, PowerPoint and other presentations materials, as needed.

Deliverables and schedule under Task 2.

2a. Draft presentation or meeting support materials 1 week after design concepts discussed with WA COR.

2b. Final presentation or meeting support materials 1 week after comments on draft are received.

2c. PowerPoint, presentation materials, meeting summaries and other event or network meeting support as directed by the WA COR in written technical direction.

Task 3 - Communication Support

[Section, Para(s) 4: Encouraging broad-scale application of innovations, page(s) 1-12 through 1-13 SOW]

As directed by the WA COR in written technical direction, the contractor shall provide communication support for EPA, Federal, State and local Lean government events and activity. This includes pre-event, event work and follow-up implementation work.

This shall include:

- Research and assist in development and revision of “communication messages” for EPA lean government , including, but not limited to, white papers, fact sheets, banner or booth materials,
- EPA administrative lean website support: re-organize and keep up to date existing materials on the website, as needed; identify and link key Lean resources from State, Federal, local government or other resources; provide links for newly developed Lean resources,
- Providing summary or informational materials for up to 4 meetings, lean events or new lean tools or subject areas. This includes, but is not limited to, PowerPoint and other presentations materials such as 1 to 2 page case study formatted documents, as needed.
- Design and generate a Lean End-of-Year Results Report that summarizes all available result for all known lean events sponsored by EPA

Deliverables and schedule under Task 3

3a. **Draft Outline of** Lean End-of-Year Results Report within 20 days of design concepts discussed with WA COR

3b. Draft Lean End-of-Year Results Report within 30 days of receiving final comments of draft outline

3c. Final Lean End-of-Year Results Report within 30 days of receiving final comments on draft

3d Draft “communication messages” within 1 week of message design concepts

discussed with WA COR

3e. Final “communication messages” within 1 week after comments on draft are received

3f. PowerPoint and other presentations materials as directed by the WA COR in written technical direction.

3g. Draft of PowerPoint and other outreach/presentation materials within 1 week of concepts discussed with WA COR.

3h. Final PowerPoint and other outreach/presentation materials within 1 week after comments on draft are received.

Task 4 - Administrative Lean Tool Development

[Section, Para(s) 4: Encouraging broad-scale application of innovations, page(s) 1-12 through 1-13 SOW]

The contractor shall research and develop at least one Lean tool to include an early beta test version of a Lean Government Results Tracking System. The completed version of this Lean Government Results Tracking System shall serve as EPA’s primary metrics data collection, reporting and communication tool for results being generated through EPA on Lean government efforts. The deliverable under this task will be a test version to include the primary metrics to collect, a template for data collection, data collection system populated with existing data, system for notification/reminder to submit data, and components of the on-line system to be beta tested.

Additional tools could include the use of administrative lean for: (a) a variety of government processes other than air permitting; (b) policy deployment within a government agency; (c) development of new government programs and processes; (e) examination of the links between administrative lean and lean as an environmental tool; and (f) other tools that may be identified through research, such as building EPA’s Lean metrics tracking system.

The contractor shall:

- Develop draft outline of Lean Government Results Tracking system
- Develop draft Lean Government Results Tracking system once a desired outline is identified by WA COR
- Develop early beta test version/interim final tool once comments received from WA COR
- Update, as needed, the “Lean Government Metrics Guide”
- Incorporate additional comments, make recommended adjustments, finalize, and populate the Lean Government Tracking system
- Establish an infrastructure to support collection, population and maintenance of the Lean Government Tracking system
- This task shall include but is not limited to the development of “one-pagers” and short “white papers,” revisions of existing documents as needed and specified through technical direction, draft tools, final tools, PowerPoint and other presentation materials.

Deliverables and schedule under Task 4

- 4a. Initial draft outline of a Lean Government Results Tracking System within 30 days of Task 1.
- 4b. Proposed Final draft outline of a Lean Government Results Tracking System within 20 days of receiving comments on draft outline.
- 4c. Beta test version Lean Government Tracking System within 15 days of receiving final comments from WA COR
- 4d. Final Lean Government Results Tracking system within 30 days of receiving final comments from WA COR
- 4e. Proposed outline of an infrastructure to support collection, population and maintenance of the Lean Government Tracking system within 15 days of infrastructure design concepts discussed with WA COR
- 4f. Final infrastructure design within 15 days of receiving final comments from WA COR
- 4g. Drafts of updated documents or other systems or infrastructure components such as on-line tools due 10 days after update concepts discussed with WA COR
- 4h. Final of updated documents or other system or infrastructure components such as on-line tools due 14 days after comments on draft received
- 4i. Development of “one-pagers” and short “white papers,” draft tools, final tools, PowerPoint and other presentation materials as directed by the WA COR in written technical direction.

Summary of Deliverables and Dates:

- 1a. Workplan within 15 calendar days of receipt of work assignment.
- 1b. Revised workplan within 3 calendar days of receipt of comments from the Contracting Officer, if required.
- 2a. Draft presentation or meeting support materials 1 week after design concepts discussed with WA COR.
- 2b. Final presentation or meeting support materials 1 week after comments on draft are received.
- 2c. PowerPoint, presentation materials, meeting summaries and other event or network meeting support as directed by the WA COR in written technical direction.
- 3a. **Draft Outline of** Lean End-of-Year Results Report within 20 days of design concepts discussed with WA COR
- 3b. Draft Lean End-of-Year Results Report within 30 days of receiving final comments of draft outline
- 3c. Final Lean End-of-Year Results Report within 30 days of receiving final comments on draft
- 3d. Draft “communication messages” within 1 week of message design concepts discussed with WA COR
- 3e. Final “communication messages” within 1 week after comments on draft are received
- 3f. PowerPoint and other presentations materials as directed by the WA COR in written technical direction.
- 3g. Draft of PowerPoint and other outreach/presentation materials within 1 week of concepts discussed with WA COR.
- 3h. Final PowerPoint and other outreach/presentation materials within 1 week after

comments on draft are received.

4a. Initial draft outline of a Lean Government Results Tracking System within 30 days of Task 1.

4b. Proposed Final draft outline of a Lean Government Results Tracking System within 20 days of receiving comments on draft outline.

4c. Beta test version Lean Government Tracking System within 15 days of receiving final comments from WA COR

4d. Final Lean Government Results Tracking system within 30 days of receiving final comments from WA COR

4e. Proposed outline of an infrastructure to support collection, population and maintenance of the Lean Government Tracking system within 15 days of infrastructure design concepts discussed with WA COR

4f. Final infrastructure design within 15 days of receiving final comments from WA COR

4g. Drafts of updated documents or other systems or infrastructure components such as on-line tools due 10 days after update concepts discussed with WA COR

4h. Final of updated documents or other system or infrastructure components such as on-line tools due 14 days after comments on draft received

4i. Development of “one-pagers” and short “white papers,” draft tools, final tools, PowerPoint and other presentation materials as directed by the WA COR in written technical direction.